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ABSTRACT

This paper provides background information on the City College of San Francisco (CCSF), describes the college's changing context, and presents current concerns. Established in 1935, CCSF has long been the largest provider of postsecondary education in San Francisco. The college anticipates even larger enrollments, more diversified students goals, increasing workforce demands, and limited funding for the future. More than 90,000 students attend CCSF's nine campus and more than 100 instructional sites throughout San Francisco. Women outnumber men, and students are nearly equally divided in credit and non-credit programs. Background information includes: (1) student population; (2) services and programs; and (3) resources. The next section presents the changes in the environment that are expected to affect CCSF during the next decade. These include demographic, educational, workforce and job market, economic, funding, policy, and technological trends. Also covered are issues of concern for the future, including student success, access, programs, technology, facilities, funding, and other challenges. CCSF seeks to create a dialogue with members of the San Francisco community in order to receive advice, encourage participation, and plan for the future. (AS)

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NEW CHALLENGES, NEW OPPORTUNITIES

THE 21ST CENTURY AT CITY COLLEGE OF SAN FRANCISCO

CITY COLLEGE OF SAN FRANCISCO

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INTRODUCTION...

As we enter the next century, City College of San Francisco is faced with a number of important challenges. The institution, long the largest provider of post-secondary education in the City, is anticipating larger enrollments, more diversified student goals, increasing workforce demands, and limited funding. In order to best prepare for these challenges, the College is seeking community input to help guide our planning process.

Several questions are of vital interest to the College as we enter the 21st century:

- **How can the College best prepare our students and help them acquire the knowledge and skills necessary to compete in the workplace of the future?**
- **What roles might the College undertake to best serve the San Francisco community?**
- **How can the College best maintain the "open door" and expand access for those requiring our services?**
- **How can City College best address the need for innovative programs while maintaining traditional ones during a time of limited financial resources?**
- **What are the key issues the College should address in the future to best serve the community?**

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ABOUT THE COLLEGE...

Established in 1935, City College of San Francisco has grown to become the largest multi-campus single community college in the nation, educating over 91,000 students annually. CCSF is a neighborhood based college characterized by its diversity. The district has 9 campuses and over 100 instructional sites throughout the City serving such diverse populations as Asian and Latino immigrants, downtown office workers, economically disadvantaged citizens, and San Francisco's large Gay and Lesbian population. CCSF currently has programs in both credit and non-credit instruction addressing a variety of needs including:

- associate degrees, credentials and certificates,
- language and citizenship skills,
- vocational and technical education,
- transfer to baccalaureate colleges,
- economic and community development,
- business and computer training, and
- adult education and GED preparation and examination.

Student Population

CCSF educates more total students each term than all other post-secondary institutions in the City combined. The 91,000 enrolled students at CCSF compares to 27,420 students attending San Francisco State University, 7,803 students at the University of San Francisco, 6,049 students at Golden Gate University, and 3,589 students attending the University of California San Francisco campus.

These students are near equally divided in credit and non-credit programs. Women outnumber men at CCSF. Fifty-five percent of credit students and 61% of non-credit students are women.

City College of San Francisco serves one of the most diverse student populations in the nation. A full 70% of credit students and 76% of non-credit students are members of ethnic minorities. More specifically, of credit students, 32% are Asian and Pacific Islander, 14% are Latino, 8% are African American, 8% are Filipino, and 1% are Native American. In non-credit programs, 40% are Asian and Pacific Islander, 21% are Latino, 7% are African American, 3% are Filipino, and less than 1% are Native American. CCSF serves a higher proportion of minority students than exists in the general San Francisco population, as well as a large segment of the gay and lesbian community.

Many students at CCSF are older than traditional college students, averaging 27 years. Sixty-three percent of credit students and 87% of non-credit students, or more than 40,000 total students each fall, are over age 25. Of these, 1,700 credit and 10,600 non-credit students are over age 50. This age diversity is reflected in the wide range of courses and programs offered at CCSF campuses, many aimed at older adults.

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CCSF's enrollment base also includes:

- 24,000 vocational students,
- 18,000 ESL students,
- over 1000 international students. This number has more than doubled in the past three years and is expected to continue increasing,
- 2,100 economically disadvantaged students through the Extended Opportunity Program and Services (EOPS) program,
- more than 2,500 federal welfare recipients,
- some 2,000 disabled students, and
- over 7,600 students receiving financial aid grants annually.

Services and Programs

A broad range of academic programs and student services are targeted at helping students succeed. CCSF has over 100 programs providing instruction in:

- liberal arts and sciences,
- engineering and technology,
- English as a second language,
- fine arts,
- foreign languages,
- interdisciplinary programs,
- remedial education,
- studies of special populations, such as Philippine studies and Gay, Lesbian, and Bisexual studies, and
- technological and vocational fields such as health and biotechnology, auto and aircraft technology, business services, graphic communications and multimedia.

Additionally, City College offers support services for:

- career planning and job placement,
- academic and personal counseling,
- disabled students,
- economically disadvantaged students, and
- international education.

The college provides technical training for business and industry through both the contract education program, educating more than 1,800 students annually, and the continuing education program, which served some 5,283 students last year. Additionally, CCSF provides job training to San Francisco residents through the "CalWORKs" program and various workforce and economic development initiatives.

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The key mission at City College is the success of our students. Annually CCSF:

- awards over 1,000 associates degrees,
- awards more than 700 vocational and technical certificates,
- prepares students to pass health sciences licensure exams at well above national rates,
- transfers over 200 students to UC and more than 1,200 students to CSU, and
- assists over 700 students in receiving high school equivalency (GED) certificates.

Resources

In the 1997/98 fiscal year, CCSF had $138 million in revenues and, for the first time in several years, ended with a positive balance. Of expenditures, 85% was spent on personnel salaries and benefits and 11% went to supplies and operating expenses, leaving little flexibility, only 4% capital outlay, for innovations and new program development.

As part of the educational mission of community colleges established in California's Master Plan for Higher Education, CCSF is dedicated to providing affordable educational access to all area residents. The College currently charges $12 per credit unit for instruction, with an annual cost to students of around $300. While these low fees make CCSF one of the most affordable post-secondary educational institutions in the country, they also require the college to look elsewhere for revenues.

In the fall term of 1997, City College employed 1,593 faculty, 769 staff, and 37 administrators. City College has nine campuses and over 100 sites throughout San Francisco. In 1996, the College opened the Louise and Claude Rosenberg, Jr. Library and Learning Resource Center on the Phelan Campus, the largest library at any community college in California. This library houses over 144,000 volumes and is home to language labs and computer resources.

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THE CHANGING CONTEXT...

The new millennium heralds a number of important changes in the environment in which CCSF operates. The next decade will see drastic changes in the City's population, college enrollment patterns, and the structure of the local economy and job market as well as new educational methods, public policies and technological advancements. In order to continue as an effective institution within this context, City College will need to grow and adapt to meet the challenges of the next century.

Demographic Trends

The demographic profile of San Francisco is changing. The Bay Area will add 1.4 million new residents by 2020, and some 30,000 of them will live in San Francisco. Enrollments at City College are expected to increase by as many as 5,000 students by 2005. Like other new California residents, many of these new San Franciscans will be immigrants from Mexico, Central America and Asia. The number of Hispanic students and native Spanish speakers living in San Francisco will more than double in the next six years. Many of these new residents will turn to City College to meet their educational needs. The College will have to address access issues for these new potential students.

Two age categories are about to surge in San Francisco as well. The portion of the population between ages 18 and 24 and the portion of residents over age 55 are both expected to grow by around 30% in the next decade, compared to 14% growth for all other age groups. For City College this may mean more first-time freshman enrollments and more older adult enrollments.

San Francisco residents can expect to earn an average of 56% more than others workers in California and 63% more than the national average wage. Unfortunately, not all of San Francisco's residents will be so prosperous. In 1990, San Francisco had 68,684 residents living in poverty and that number may grow to over 100,000 by the year 2000. Clearly one mission of City College will be to provide educational access and career development for these residents.

Educational Trends

Enrollments at City College will reflect California's demographic trends. Enrollments in San Francisco Unified School District will increase by nearly 5000 students by 2005. As many as 75% of San Francisco high school graduates currently go on to higher education, and as employers demand more skilled labor, college going rates will likely increase, resulting in larger enrollments for CCSF. More than 87% of enrolled K-12 students are members of ethnic minorities, and that percentage may increase slightly in the next few years. City College can expect between 1% and 2% increases in the proportion of Asian and Latino students over the next 5 years, as well as increases in the percentage of women attending the College.

City College of San Francisco is faced with an increasing number of educational competitors. These include other Bay Area colleges, private vocational training institutions, branch campuses of private colleges like the University of Phoenix, businesses with in-house training and education, and the emerging numbers of on-line post-secondary educators. CCSF must define the roles it can best fulfill and leave other roles to institutions that are most able to accomplish them. Rather than seeing other institutions as competitors, CCSF may be able to form partnerships and collaborative agreements with them, thereby benefiting both the institutions and the community.

Workforce and Job Market Trends

Industry throughout the nation is demanding more skilled workers to compete in the global economy. Unskilled jobs will decrease from 35% of employment in 1990 to 15% by 2000. It is estimated that by 2005, California Community Colleges will have to increase the percentage of the community served by 7% just to keep up with workforce demands. It will become increasingly vital to a healthy local, state and national economy to prepare entry level workers skilled at the community college level. For workers, this means a two year degree or certificate may be the minimum ticket into high-tech career pathways.

Technical and vocational training at City College will need to reflect emerging employment patterns in the Bay Area. San Francisco's economy in the next decade will be marked by growth in two types of employment—high skilled/high wage technical jobs and low skilled/low wage service jobs. This trend is evident in the two occupations with the greatest predicted job growth the next 5 years—systems analysts and retail clerks. City College can help provide students with the skills and knowledge needed to enter the workforce in lucrative, high-tech, and career oriented employment.

Firms in construction, computer programming, temporary employment, and health care will be among the top growing companies in the next several years. Industrial production is generally decreasing except in the printing and apparel industries which are experiencing modest job growth. It is expected the Bay Area will continue to fall short of workers needed in the information technology field, reflected currently by the 30% vacancy rate in government jobs in this field and the large numbers of programmers being recruited from overseas.

Economic Trends

Much of the growth expected in San Francisco in the next decade will be in the eastern and south east sections of the City. Specifically, redevelopment projects are under way in the Central Waterfront, Mission Bay, and Bayview/Hunter's Point regions, providing new jobs, new residential development, and new concentrations of city activity. Also expected to develop is the South of Market region, home to many of the "multimedia gulch" software and graphic design firms rapidly growing in the new economy. Other businesses expected in these regions include light industrial and high-tech R&D firms and a new UCSF Bioscience campus.

More generally, California is expected to have modest economic growth over the coming decade, around 3% annually. There will likely be slow growth period around 2000, driven largely by the South East Asian economic crisis and the year 2000 computer problem. More modest growth is expected to resume by 2002. Any economic slow down will most strongly effect industries which rely on prosperity—technology, tourism, and business services—some of the region's key industries. City College will have to be prepared for the challenge of increasing enrollments with less than ideal state revenues.

Funding Trends

The majority of funds for the operation of CCSF derive from three sources-local property taxes, State general funds, and student enrollment fees. In 1997/98, CCSF received $138 million in total revenues. Of this, 57% came from State funds, 31% came from local taxes and other local sources, 8% came from student fees, and the remaining 4% came from the federal government.

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Since 1975, the proportional share of state and local revenues to California Community Colleges (CCC's) has decreased by 27%. While all segments of education have lost share in the state budget, CCC's have experienced the largest proportional decrease in taxpayer support. City College has been fortunate to receive an annual supplement of around $8 to $9 million through a .25% share in local sales tax.

In 1988, State Proposition 98 was enacted which sought to guarantee the level of State funding from property taxes to community colleges and primary education, allocating 11% to California Community Colleges and 89% to K-12. So far this level of funding has rarely been achieved. In 1996/97, California Community Colleges received only 10.3% of Proposition 98 funds. This problem has been compounded in years of poor economic growth when collected property taxes have fallen short of expected revenues.

As access and enrollments at community colleges are expected to increase, and State revenues become more scarce, City College will feel a financial crunch. California Community Colleges served 57.5 students per 1,000 adults in 1995, 60 per 1,000 adults in 1998, and by 2005 will serve 78 out of every 1,000 adults. Some alternative funding sources have been developed, such as the $3.6 million CCSF was recently awarded by the "Partnership for Excellence." Future supplementary State funds may be tied to institutional performance. If City College is to maintain both access and quality service, additional public and private funding sources must be nurtured and obtained.

Policy Trends

New local, State, and national public policies will likely effect City College. The following changes in policy have implications for CCSF which must be considered as the College's future is charted.

- Proposition 209, enacted in 1996, sought to eliminate affirmative action. It remains to be seen what effects this legislation will have on the College's enrollment and staffing, but future steps may be necessary to ensure the diverse access which CCSF currently enjoys.
- Federal and State welfare reform has already increased the number of federal aid recipients seeking job training at City College, and this number will no doubt increase dramatically in the next few years as more citizens are forced off welfare roles.
- UC and CSU have begun eliminating many of their remedial education classes. This will increase the number of students taking remedial courses at and attempting to transfer from the state's community colleges.

Technological Trends

Emerging technologies will also effect the way City College delivers education in the next decade. As the number of students with Internet access increases, the web will become a vital component of course information, delivery of materials, and even virtual instruction and classrooms. Technological developments will also affect the types of skills our graduates will need in order to compete in the high-tech job market. CCSF will need to ensure the highest levels of technological access to its students in order to maximize educational efficiency during a period of limited funding and provide students with the job skills they will require and employers will demand in the context of the global economy.

ISSUES FOR CONCERN...

It is clear from the foregoing analysis that City College will face a number of important challenges in the early years of the next decade. It is also clear that in order to face these challenges, the institution will have to adapt and transform into a 21st century educational institution. The discussion then must concentrate on what the College might do to prepare for these contingencies:

- **Student Success**—How can CCSF best prepare for, and help students achieve, the changing educational goals of the next century?
- **Access**—How can the College ensure access to all San Franciscans and expand educational opportunities?
- **Programs**—What strategies can City College use to provide diverse programs and educational services within the constraints of a tightened budget?
- **Technology**—What strategies might CCSF employ to embrace new technologies and develop partnerships that will benefit student learning?
- **Facilities**—How can City College best improve its educational facilities?
- **Funding**—What sources of revenue might be developed to help City College deal with increasing enrollments and limited State funding?
- **Other Challenges**—What other issues might CCSF face in the coming years, and how might the institution best address them?

Beginning a dialogue to address these concerns will help CCSF plan for the opportunities awaiting the College, the students, and the community. We at City College are extending to members of the San Francisco community an opportunity to participate in a dialog about the future of the College. Through a series of listening sessions, we seek the advice of community leaders and concerned citizens to help guide the College in planning for the next century. We encourage you to share your valuable insights with us at these sessions.

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